Army Regulation 11-31

Army Programs

Army International Affairs Policy

Headquarters
Department of the Army
Washington, DC
28 April 2000

Report Documentation Page

Report Date	Report Type	Dates Covered (from... to)
28 Apr 2000	N/A	-

Title and Subtitle Army Programs: Army International Affairs Policy	**Contract Number**
	Grant Number
	Program Element Number
Author(s)	**Project Number**
	Task Number
	Work Unit Number
Performing Organization Name(s) and Address(es) Department of the Army Headquarters Washington, DC	**Performing Organization Report Number**
Sponsoring/Monitoring Agency Name(s) and Address(es)	**Sponsor/Monitor's Acronym(s)**
	Sponsor/Monitor's Report Number(s)

Distribution/Availability Statement
Approved for public release, distribution unlimited

Supplementary Notes

Abstract

Subject Terms

Report Classification unclassified	**Classification of this page** unclassified
Classification of Abstract unclassified	**Limitation of Abstract** UU

Number of Pages
33

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Headquarters
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***Army Regulation 11-31**

Effective 29 May 2000

Army Programs

Army International Affairs Policy

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation defines and describes Army International Affairs, sets responsibilities for Army International Affairs and the management of Army international programs and activities, and prescribes Army policy and procedures for the selection and conduct of those programs and activities. This regulation also establishes the requirement for the Army International Affairs Plan and the process for developing Army international activities.

Applicability. This regulation applies to all elements of the Active Army, the Army National Guard of the United States, and U.S. Army Reserve.

Proponent and exception authority. The proponent for this regulation is the Deputy Under Secretary of the Army (International Affairs). The Deputy Under Secretary of the Army (International Affairs) has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The Deputy Under Secretary of the Army (International Affairs) may delegate this authority, in writing, to a division chief within the proponent agency in the grade of colonel or the civilian equivalent.

Army management control process. This regulation contains management control provisions but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Under Secretary of the Army (International Affairs) (SAUS-IA-IPP).

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Office of the Deputy Under Secretary of the Army (International Affairs) (SAUS-IA-IPP), 102 Army Pentagon, Washington, DC 20310-0102.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, Army National Guard of the U.S., and U.S. Army Reserve.

*****This regulation supersedes AR 11-31, dated 31 March 1988.

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Summary of Change

AR 11-31
Army International Affairs Policy

This revision—

- Changes the title of the regulation from “Activities” to “Affairs.”
- Clarifies the responsibilities of the Deputy Under Secretary of the Army (International Affairs) (para 1-4a).
- Defines Army International Affairs and Army international programs and activities (paras 2-1 and 2-3).
- Describes the linkage between Army international programs and activities, CINC Theater Engagement Plans, and Army title 10 and 22 responsibilities (para 2-2).
- Introduces and describes Army international activities categories (para 2-4).
- Identifies the purpose of the Army International Affairs Plan (para 3-1b).

Chapter 1
Introduction

1-1. Purpose
This regulation defines Army International Affairs (AIA) and establishes the policies, goals, and processes associated with the planning, programming, budgeting, and execution of Army international programs and activities. It also establishes the requirement for an Army International Affairs Plan (AIAP).

1-2. References
Required and related publications are listed in appendix A.

1-3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities
This regulation establishes the following responsibilities and authorities.

a. *Secretary of the Army*. The Secretary of the Army, pursuant to section 3013, title 10, United States Code (USC), as amended, has assigned the sole responsibility within the Department of the Army (DA) for the international affairs functions of the Army to the Deputy Under Secretary of the Army for International Affairs (DUSA(IA)). The DUSA(IA) provides oversight and advocacy for all AIA policies, programs, and activities for the Army. The DUSA(IA) also performs the following.

(1) Provides central guidance for the development, dissemination, and implementation of policy for the direction, integration, and supervision of Army international programs and activities.

(2) Monitors, assesses, and interprets international affairs policies issued by the Department of State, Office of the Secretary of Defense, the Joint Staff, and other appropriate authorities.

(3) Recommends new AIA policies in the absence of appropriate guidance from higher authority.

(4) Initiates changes to existing AIA policies to better serve current U.S. national security and foreign policy objectives.

(5) Is the proponent of the AIAP.

(6) Reviews the level of effort of Army international programs and activities for consistency with U.S. national security objectives and planning priorities.

b. *Deputy Chief of Staff for Operations*. The Deputy Chief of Staff for Operations (DCSOPS) is the Army's focal point for the operational planning and programming and the commitment of Army resources in support of AIA programs and activities. The DCSOPS also—

(1) Develops and coordinates the U.S. Army position as part of the joint review of the Theater Engagement Plans (TEPs) of the geographic unified commands and designated executive agents.

(2) Plans and directs the commitment of Army assets for foreign military interactions (FMI) support of joint and interagency missions.

c. Commanders and directors of Army offices and agencies of Headquarters, Department of the Army. All commanders and directors of Army offices and agencies of Headquarters, Department of the Army (HQDA), are responsible for the management and execution of the international programs and processes for which their offices have functional responsibility. In carrying out their responsibilities, proponents will—

(1) Notify the regional Army component command (ACC) and unified command or designated executive agent (as required) of the planning and implementation of international programs and activities.

(2) Pursue a management philosophy approach, as defined in AR 5-1, to judge the efficiency and effectiveness of Army international programs and activities. Ensure that management of Army international programs and activities is consistent with the strategic planning and performance measurement requirements of the Government Performance and Results Act of 1993.

(3) Inform DUSA(IA) of all programmatic administrative, operational, and implementation matters that have the potential to produce an impact on their organization's ability to carry out AIA policies.

(4) Enforce planning guidance as outlined in the AIAP for the implementation of international programs and activities. A list of HQDA proponent responsibilities for major Army international programs and activities is at appendix B.

Chapter 2
AIA Policy Background

2-1. Definition of Army International Affairs

Army International Affairs comprises the official relations between the U.S. Army and foreign governments, international organizations, industries, and people of other nations that are aimed at furthering U.S. national security interests and promoting U.S. values abroad. Army International Affairs also includes Army support for other United States Government agencies that are involved in pursuing the above goals. AIA plays a central role in shaping the international security environment, responding to international crises, and preparing Army forces, friendly forces, and materiel for future conflicts.

2-2. Role of AIA in the national defense

AIA has never been more important to U.S. national security interests than it is today.

a. AIA is designed to meet the objectives outlined in the U.S. National Security Strategy (NSS), U.S. National Military Strategy (NMS), and the title 10 and title 22 responsibilities of the Army.

b. The current international security environment offers many opportunities for the U.S. Army to contribute to U.S. national security objectives by performing the following:

(1) Shaping the international environment in ways favorable to U.S. interests;

(2) Preparing now for an uncertain future through enhanced interoperability and multinational force compatibility; and

(3) Maintaining trained and ready military forces to deter potential adversaries, responding to contingencies, and winning the nation's wars.

c. Despite the historic effectiveness of AIA efforts, it is important to be aware of their limitations as well as successes. AIA is an adjunct to, not a substitute for, U.S. diplomatic endeavors. As a result, those who are involved in the selection and planning of AIA must not only be fully aware of the objectives specified in the NSS, NMS, and TEPs but also be prepared to work closely with the local country teams and have a working knowledge of foreign policy objectives detailed in the U.S. Strategic Plan for International Affairs, produced annually by the Department of State.

2-3. Army international programs and activities

Army international programs and activities encompass all Army interactions conducted internationally to advance the Army's title 10 and title 22 responsibilities. Army international activities are the tools of AIA. They are official Army interactions involving cooperative, non-combat activities between any element of the Army (both Active and Reserve Components), to include any U.S. Government or non-governmental entity supporting the Army, and the militaries, governments, industries, or people of other nations. They provide the means through which the Army exerts influence, secures commitments, strengthens relations, builds coalitions, promotes support of U.S. foreign policy and national security objectives, meets U.S. force requirements for foreign contingencies, pursues multinational force compatibility, and gains access to facilities as well as innovative technologies of other countries. Although some Army international activities stand alone, most fall under a specific Army international program. An Army international program is a collection of common activities grouped for a specified purpose. Appendix B lists major Army international programs along with their HQDA proponent agency.

2-4. Army international activities categories

There are three categories of Army international activities.

a. Political-military interactions. Political-military interactions (PMI) are an integral part of the dialogue that takes place between the U.S. and other nations in times of peace, tension, and war. Although often undertaken to support U.S. national objectives, these interactions also contribute to improving the Army's ability to conduct military operations with allies and friends, using compatible doctrine and interoperable munitions, materiel, and equipment. The outcomes of these various interactions enhance our combined deterrence and coalition war fighting capabilities and our ability to participate in combined peace support or humanitarian assistance operations. The DUSA(IA) has sole functional responsibility within the Army for all PMI.

(1) Army PMI are undertaken to achieve a substantial assortment of U.S. foreign policy and national security objectives. They are used regularly to influence the attitudes and actions of competitors, adversaries, and potential adversaries, as well as allies and friends.

(2) Because PMI take on many forms to support disparate objectives involving many interest levels that are produced by distinctly different departmental, joint, and Service responsibilities, both the planning and execution of PMI have been highly decentralized. This decentralized planning and execution of PMI pose the biggest international activities management challenge for the Army.

b. Security assistance.

(1) Security assistance (SA) involves DA activities carried out under title 22, USC, the Foreign Assistance Act of 1961 (as amended), Arms Export Control Act of 1976 (as amended), related legislative authorization and appropriations acts, and other applicable statutory authority. SA encompasses a wide range of Army and Army-supported military programs, with the purpose of providing military capabilities to our friends and allies in support of U.S. national security and foreign policy objectives. The Congressional Presentation for Foreign Operations sets forth the yearly SA program in support of the NSS. Within the Department of the Army, the U.S. Army Materiel Command (AMC) is the executive agent for SA. The AR 12-series regulations provide detailed policies and procedures on the Army's SA program. The SA program includes the following components.

(*a*) *Materiel programs*. Materiel programs provide defense articles, support, services, and the maintenance or overhaul of existing defense articles to enhance the recipient country's defense capability. The Foreign Military Sales (FMS) program is the principal means for providing materiel through government-to-government channels. Foreign customers may also procure equipment and services directly from U.S. companies. Materiel declared excess, or Excess Defense Articles, may also be transferred to foreign countries.

(*b*) *International military training*. International military training consists of the International Military Education and Training (IMET) and the FMS training programs, the principal tools for enhancing the professionalism of foreign militaries. Both IMET and FMS training are normally conducted at U.S. Army schools, defense schools and at special institutions, such as the U.S. Army School of the Americas at Fort Benning, Georgia. Security Assistance Teams also conduct them at overseas locations. International military training programs include professional military education courses, technical proficiency training, on-the-job qualification training, observer and familiarization training, and orientation tours. Participating countries pay for these programs through FMS, Foreign Military Financing Program, IMET, or other special programs, such as International Narcotics and Law Enforcement. The U.S. Army Training and Doctrine Command is the executive agent for SA training provided to international military personnel.

(2) As an integral part of peacetime engagement, SA programs contribute to U.S. national security by enhancing deterrence, encouraging defense responsibility sharing among friends and allies, supporting U.S. readiness, and increasing interoperability among potential coalition partners.

(*a*) Responsible arms transfers further national security and foreign policy objectives by promoting regional stability in areas important to U.S. interests, ensuring the balance of military forces, strengthening U.S. bilateral defense relations, and reducing incentives to acquire Weapons of Mass Destruction (WMD). National benefits derived from these sales include an improved balance of trade, sustainment of highly skilled jobs, and generation of revenue for U.S. companies. Department of Defense (DOD) benefits from FMS through enhanced coalition capabilities, as well as through extended production lines and lowered unit costs for essential weapons systems.

(*b*) In 1991, Congress expanded the scope of the IMET program to focus on responsible defense resource management, greater respect for the principle of civilian control of the military, military justice systems in a democracy, and better understanding of internationally recognized human rights. The Expanded IMET program also enlarged the candidate population to include civilian personnel from non-defense ministries, officials in the legislative branch who deal with military matters and personnel from non-governmental agencies having defense-related interests.

c. *Materiel-technical cooperation*. Materiel-technical cooperation (MTC) activities are conducted principally with industrialized countries to augment unilateral Army research and development; improve the readiness posture of the U.S. Army; achieve the highest degree of standardization, interoperability, and integrated logistics support of systems and equipment; increase multinational force compatibility; and strengthen defense cooperation. These activities normally include cooperative research and development, production, and reciprocal procurement of materiel; exchanges of technical data, technologies, and scientific personnel; and cooperative logistics support. The AR 70-series regulations provide detailed policies and procedures on the Army's MTC program. The Assistant Secretary of the Army (Acquisition, Logistics, and Technology) and AMC exercise primary responsibility for materiel (fielded systems) and technology cooperation, respectively.

(1) MTC activities enhance U.S. access to advanced foreign technology and improve the flow of technological information between the U.S. and friendly countries. They also support the DOD acquisition policy of considering foreign alternatives before embarking on new U.S. acquisition programs. The importance of MTC activities has increased as U.S. research and development expenditures have declined and as the worldwide diffusion of advanced technology has increased. In addition, MTC activities can strengthen the commercial-military industrial base through acquisition of technologies or products with both military and commercial applications.

(2) MTC activities also improve interoperability with our allies and coalition partners. Achieving higher levels of multinational force compatibility will be a principal U.S. Army goal in the future where coalition operations will be the norm. Achieving and maintaining multinational force compatibility will be especially challenging as the U.S. Army pursues its own modernization efforts into the 21st century. Continued participation by the U.S. Army in MTC activities will be critical in avoiding a divergence of military capabilities between the U.S. and likely coalition partners.

Chapter 3
Army International Affairs Goals, Process, and Resource Allocation

3-1. AIA goals

The goals of AIA are the enduring basis for all planning, programming, and budgeting guidance relating to how the Army will employ AIA to fulfill its title 10 and 22 responsibilities, support the geographic Commanders in Chief (CINCs) and designated executive agents, and execute its role in promoting regional stability.

a. AIA goals aim to encourage the defense establishments of other nations to support broad U.S. national security objectives. The AIA goals are—

(1) Strengthen and enlarge existing alliance relationships and maintain sufficient influence with friends and other nations to be able to participate in effective coalitions.

(2) Eliminate the conditions that lead to conflict by reducing the potential for misunderstanding or miscalculation, promoting military professionalism, contributing to infrastructure development, supporting democratic institutions, and encouraging respect for human rights.

(3) Reduce the potential for renewed conflict by participating in post-hostility operations in cooperation with allies and other nations.

(4) Obtain unequivocal support for arms control efforts to—

(*a*) Prevent the proliferation of WMD.

(*b*) Limit existing stocks of conventional and unconventional weapons.

(*c*) Discourage the use of weapons that cause unnecessary suffering.

(5) Secure durable commitments to support participation in multinational peacekeeping and peace enforcement, humanitarian assistance, and refugee control operations.

(6) Secure tangible and continuing support from the defense establishments of other nations for U.S. counter-terrorism activities.

(7) Secure the unequivocal cooperation of other nations to fight illegal drug trafficking and international crime.

(8) Pursue multinational force compatibility with foreign armies to improve Army capabilities to conduct coalition operations across the full spectrum of military missions.

(9) Enhance Army access to foreign-developed technologies that are likely to improve acquisition, reduce the cost of modernization programs, and promote multinational force compatibility.

(10) Reduce development costs by achieving expanded integration of multilateral defense procurement, to include improved transfer of defense articles and services, technology exchanges, and increased cooperative research, development and testing with friendly nations.

(11) Ensure the Army has access to critical infrastructure overseas.

b. The DUSA(IA) will oversee the development, coordination, and implementation of the AIAP. The AIAP will be produced biennially. It will provide short- and mid-range planning guidance to integrate, coordinate, and synchronize Army support to the geographic CINCs' TEPs and those international activities that bolster Army title 10 and 22 functions. The AIAP will be an 8-year plan corresponding to the planning, programming, and budgeting cycles. It may include prioritized lists of the relative importance of foreign countries for the Army to fulfill its title 10 and title 22 obligations and the relative significance of foreign nations to U.S. interests. In addition, the plan will provide the following:

(1) AIA policy and responsibilities.

(2) Army's role in shaping the international security environment.

(3) Role of international activities in emerging strategic, operational, and organizational concepts.

(4) Guidance on Army implementation of U.S. mid-term national security and foreign policy objectives.

(5) Guidance regarding the strategic concepts underlying the AIAP.

(6) Information on regional objectives and Army FMI in support of the geographic CINC's TEP.

(7) Information on the objectives of Army commands, agencies, and functional international program managers for key international cooperation programs.

c. All Army commands, agencies, and functional international program managers will use a Total Quality Management approach to select, coordinate, and monitor the efficiency and effectiveness of Army international programs and activities for which they are responsible.

3-2. AIA process

a. Establishment of processes and systems. Inherent in the Army's title 10 responsibilities is HQDA's obligation to establish processes and systems to provide resources for Army priorities. The AIA process is fully integrated into the established processes and systems. It is a systematic approach to establishing priorities for both intra- and inter-regional programs and activities. It is to be used by all Army organizations to determine where they should concentrate their AIA efforts and which tools they should use to achieve national, regional, country, Army, and command objectives.

b. Premises and assumptions. The following premises and assumptions underlie the process.

(1) Army international activities are active, forward-looking, opportunity-based endeavors with both host nation and regional implications.

(2) Army international activities are subject to legal, policy, and fiscal constraints established by a variety of external authorities. Some requirements are determined by the geographic CINCs and designated executive agents.

(3) The U.S. interacts with other nations on a bilateral basis as well as through multilateral organizations. The AIA process approaches FMI in a similar way, focusing on both bilateral relationships as well as Army involvement in multinational organizations. The fundamental building block of both types of interactions is the assignment of appropriately trained Army personnel to key international positions.

c. Process phases. The AIA process consists of four phases: assessment, selection, coordination, and evaluation.

(1) *Assessment*. The significance of a country to the security interests of the U.S., relative to all other countries in the world, provides a measure of the attention that country should receive. The AIA goals and regional and country objectives set the direction for choosing one or more Army international activities that will lead to achieving them.

(*a*) The first step of the assessment phase is a comprehensive review to determine the need for, and appropriateness of, Army international programs and activities with any given country or group of countries. The review consists of identifying U.S. security interests, all regional and country objectives, comprehensive intelligence assessments of a country or group of countries, and all ongoing Army international activities as well as those of the other Services, the DOD, and other agencies of the U.S. Government.

(*b*) The second step of the assessment phase is to determine if there are any AIA goals or regional or country objectives that are not being addressed or that are underserved by the ongoing Army international programs and activities.

(2) *Selection*. The selection phase matches one or more appropriate Army international programs and activities to the goals or objectives to be achieved. Critical needs must be addressed first. Priorities in providing resources will be based on the following guidelines.

(*a*) Mandated Army international activities, that is, Army international activities that result from international agreements or that have been specifically directed by the National Command Authority, will have top priority for planning and providing resources.

(*b*) International activities that the Army is obligated to support in response to its title 10 requirements will have second priority for planning and providing resources.

(*c*) International activities that the Army is committed to support in response to a requirement validated by the Chairman of the Joint Chiefs of Staff (CJCS), such as those appearing in the approved TEPs, will have third priority for planning and providing resources.

(*d*) All Army international activities that do not meet the preceding criteria will have a lower priority for planning and providing resources, including those international activities in which the Army is already involved.

(*e*) The priorities of the CINCs will prevail when Army international activities compete for resources in only one area of responsibility (AOR).

(*f*) Planning and providing resources for Army international activities involving the allocation or reallocation of resources between AORs will be based on priorities established in the AIAP or as directed under special circumstances. AIA programs and activities involving the assets of more than one major command (MACOM) or ACC will be coordinated with DUSA(IA) prior to implementation. When necessary, offsetting program reductions will be based on the priority list published by DUSA(IA).

(*g*) Each Army international activity to be undertaken by any element of the Army should contribute to the achievement of at least one of the following.

1. One or more of the Army Imperatives (that is, Quality People, Doctrine, Leader Development, Training, Modern Equipment, and Force Mix).
2. One or more of the AIA goals or objectives specified in paragraph 3-1 of this regulation.
3. One or more of the objectives of the CINC.
4. One or more of the objectives of the ACC.

(*h*) Proposals for new Army international programs and activities will be fully justified in the context of the AIA goals specified in paragraph 3-1 above.

(*i*) The Army will not initiate or support engagement activities that will enhance the war fighting capabilities of countries that act, or tend to act, in ways that are hostile to U.S. national security interests.

(3) *Coordination*.

(*a*) AIA planning is a dynamic process of coordination among the various planners, executors, and recipients of Army international activities. Coordination is the key to focused, consistent, and cost-effective management of Army international activities.

(*b*) To ensure that the Army goals in paragraph 3-1 of this regulation are being pursued most effectively, the ACCs will report on any observed technological advances, doctrinal changes, or other significant events that are known to be a matter of interest to the functional MACOMs and DUSA(IA). This reporting will be done directly to the interested functional MACOM on an as required basis (information copy to DUSA(IA), ATTN: SAUS-IA-IPP).

(*c*) All HQDA staff elements and functional MACOMs will notify the ACCs and unified commands or designated executive agent (as required) concerning their contemplated, planned, and ongoing activities involving the nations in the ACC's and designated executive agent's AOR. This coordination is to ensure that Army international activities are synchronized with the priorities, goals, or objectives of the CINCs, designated executive agents, and ACC commanders and can be fully supported should the need arise.

(*d*) Army international activities planned for one AOR that are likely to have a significant impact on countries in a second AOR will be coordinated with the ACC or designated executive agent responsible for the second AOR.

(*e*) All new Army international activities will be coordinated with the Office of DUSA(IA); International and Operational Law Division, Office of The Judge Advocate General (DAJA-IO); and the Office of the Army General Counsel.

(4) *Evaluation*.

(*a*) The continuation of appropriate Army international activities requires a process that evaluates their effectiveness with respect to many competing objectives. Unless there are empirical data to form the basis for this evaluation, a subjective assessment of their effectiveness must be based on measures that consider the contributions of each international interaction to achieving national, Army, and unified command goals and objectives. Ideally, these measures of effectiveness should be consistent with the Army Performance Improvement Criteria Program.

(*b*) Further information concerning measures of effectiveness will be provided in the AIAP.

3-3. Resource allocation

a. All Army international activities must compete within the Planning, Programming, Budgeting and Execution System (PPBES) for resources. AR 1-1 describes the PPBES and its process.

b. The DUSA(IA) will coordinate and oversee the planning, programming, budgeting, and development of policy and regulatory guidance for all Army international programs and activities. The DUSA(IA) serves as the primary HQDA advocate for AIA program and activity resources during the Army Program Objective Memorandum (POM) and budget building processes. While the DUSA(IA) manages directly only a portion of total AIA program and activity resources, the DUSA(IA) will serve as the primary HQDA advocate for all AIA programs and activities throughout the PPBES. In performing this function, the DUSA(IA) must rely upon information provided by the MACOMs and agencies.

c. The MACOMs and agencies are the primary implementers of the Army's international programs and activities and are responsible for developing, justifying, presenting, and defending programs that support their assigned international programs and activities; ensuring that their approved budget programs are properly executed; and assessing their program performance. The identification of requirements needed to support AIA programs and activities in the MACOM POM submissions, to include the Commander's Narrative Assessment, is critical to ensuring that these programs and activities compete successfully for Army resources. As part of this process, the MACOMs will assess the impact on U.S. Army capabilities if adequate resources are not provided and will provide those assessments to the DUSA(IA) and appropriate HQDA staff for use during all phases of the PPBES. The MACOMs will emphasize, as appropriate, the importance of AIA programs and activities in supporting the title 10 and 22 responsibilities of the Army as well as the TEP functions of the geographic CINCs and designated executive agents. To ensure maximum understanding of their requirements, the MACOMs and agencies will maintain an active dialogue with the DUSA(IA) and appropriate HQDA staff throughout the PPBES.

Appendix A
References

Section I
Required Publications
There are no entries for this section.

Section II
Related Publications
A related publication is a source of additional information. The reader does not have to read a related publication to understand this regulation.

Allied Administrative Publication (AAP) 3
Procedures for the Development, Preparation, Production, and the Updating of NATO Standardization Agreements (STANAGS) and Allied Publications

AAP 4
NATO Standardization Agreements and Allied Publications

AAP 6
NATO Glossary of Terms and Definitions (English and French)

AAP 15
Glossary of Abbreviations

AR 1-1
Planning, Programming, Budgeting and Execution System

AR 1-75/OPNAVINST 4900.31G/AFR 400-45
Administrative and Logistical Support of Overseas Security Assistance Organizations (SAOs)

AR 5-1
Army Management Philosophy

AR 10-5
Organization and Functions, Headquarters, Department of the Army

AR 10-88
Field Operating Agencies, Office of Chief of Staff, Army

AR 12-1
Security Assistance—Policy, Objectives, and Responsibilities

AR 12-7
Security Assistance Teams

AR 12-8
Security Assistance—Operations and Procedures

AR 12-15/NAVINST 4950.4/AFR 50-29
Joint Security Assistance Training (JSAT) Regulation

AR 27-20
Claims

AR 27-50/SECNAVINST 5820.4G
Status of Forces Policies, Procedures, and Information

AR 34-1
International Military Rationalization, Standardization, and Interoperability

AR 37-47
Representation Funds of the Secretary of the Army

AR 55-46
Travel Overseas

AR 70-1
Army Acquisition Policy

AR 70-23
The Technical Cooperation Program (TTCP)

AR 70-35
Research, Development and Acquisition

AR 70-41
Cooperation with Allies and Other Nations in Research and Development of Defense Equipment

AR 70-45
Scientific and Technical Information Program

AR 70-57
Military–Civilian Technology Transfer

AR 70-58
International Professional (Scientists and Engineers) Exchange Program

AR 73-1
Test and Evaluation Policy

AR 350-1
Army Training

AR 350-20
Management of the Defense Foreign Language Program

AR 350-28
Army Exercises

AR 360-61
Community Relations

AR 380-5
Department of the Army Information Security Program

AR 380-10
Technology Transfer, Disclosure of Information and Contacts with Foreign Representatives

AR 380-49
Industrial Security Program

AR 380-67
The Department of the Army Personnel Security Program

AR 381-1
Control of Dissemination of Intelligence Information

AR 381-20
(C) The Army Counterintelligence Program (U)

AR 415-15
Army Military Construction Program Development and Execution

AR 500-60
Disaster Relief

AR 550-1
Procedures for Handling Requests for Political Asylum and Temporary Refuge

AR 550-51
International Agreements

AR 570-9
Host Nation Support

AR 600-8-22
Military Awards

AR 614-10
U.S. Army Personnel Exchange Program with Armies of Other Nations

AR 672-7
(C) Armed Forces Decorations for Foreign Military Personnel (U)

AR 672-20
Incentive Awards

AR 700-127
Integrated Logistic Support

AR 700-131
Loan and Lease of Army Materiel

AR 702-11
Army Quality Program

CJCSI 2211.01A
Visits by Students or Staff of Foreign National or International Defense Colleges

CJCSI 2700.01
International Military Rationalization, Standardization, and Interoperability between the United States and its Allies and Other Friendly Nations

CJCSM 3113.01
Theater Engagement Planning

DA Pam 600-60
A Guide to Protocol and Etiquette for Official Entertainment

DA Pam 611-21
Military Occupational Classification and Structure

DFAS-IN Regulation 37-1
Finance and Accounting Policy Implementation (available on the Internet at www.asafm.army.mil)

DOD 1348.33-M
Manual of Military Decorations and Awards

DOD 7000.14-R, Volume 10
Department of Defense Financial Management Regulation (Contract Payment Policy and Procedures)

DOD 7000.14-R, Volume 15
Department of Defense Financial Management Regulation (Security Assistance Policy and Procedures)

DODD 1215.15
Reserve Officers Foreign Exchange Program

DODD 1315.17
Service Foreign Area Officer (FAO) Programs

DODD 1330.4
Participation in Armed Forces, National, and International Sports Activities

DODD 2000.3
International Interchange of Patent Rights and Technical Information

DODD 2000.8
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United States Policy on the Committee on Women in the North Atlantic Treaty Organization (NATO) Forces

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DODD 2010.5
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DODD 2010.6
Standardization and Interoperability of Weapons Systems and Equipment within the North Atlantic Treaty Organization

DODD 2010.7
Policy on Rationalization of NATO and NATO Member Telecommunications Facilities

DODD 2010.8
Department of Defense Policy for NATO Logistics

DODD 2010.9
Mutual Logistic Support Between the United States and Governments of Eligible Countries and NATO Subsidiary Bodies

DODD 2030.8
Trade Security Controls on DOD Excess and Surplus Personal Property

DODD 2035.1
Defense Economic Cooperation with Canada

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International Transfers of Technology, Goods, Services, and Munitions

DODD 2060.1
Implementation of, and Compliance With, Arms Control Agreements

DODD 2060.2
Department of Defense Counterproliferation Implementation

DODD 2100.3
United States Policy Relative to Commitments to Foreign Governments under Foreign Assistance Programs

DODD 2140.2
Recoupment of Nonrecurring Costs (NCs) on Sales of U.S. Items

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Defense Institute of Security Assistance Management (DISAM)

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Humanitarian and Civic Assistance (HCA) Provided in Conjunction with Military Operations

DODD 3100.3
Cooperation with Allies in Research and Development of Defense Equipment

DODD 3100.4
Harmonization of Qualitative Requirements for Defense Equipment of the United States and Its Allies

DODD 3200.12
DOD Scientific and Technical Information (STI) Program (STIP)

DODD 3200.13
Center for Hemispheric Defense Studies

DODD 4270.34
Host Nation-Funded Construction Programs

DODD 4630.5
Compatibility, Interoperability and Integration of Command, Control, Communications, and Intelligence (C3I) Systems

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U.S Participation in Certain NATO Groups Relating to the Research, Development, Production, and Logistics Support of Military Equipment

DODD 5100.55
United States Security Authority for North Atlantic Treaty Organization Affairs

DODD 5105.20
Defense Representation, United States Mission to the North Atlantic Treaty Organization and Europe

DODD 5105.38
Defense Security Assistance Agency (DSAA)

DODD 5105.38-M
Security Assistance Management Manual

DODD 5120.49
DoD International Technology Transfer Coordinating Committee

DODD 5132.3
DoD Policy and Responsibilities Relating to Security Assistance

DODD 5200.1
DoD Information Security Program

DODD 5200.34
George C. Marshall European Center for Security Studies

DODD 5200.38
Asia-Pacific Center for Security Studies

DODD 5200.39
Security, Intelligence, and Counterintelligence Support to Acquisition Program Protection

DODD 5205.10
Defense Treaty Inspection Readiness Program (DTIRP)

DODD 5210.60
Security Clearance Program for U.S. Citizens Employed Directly by the North Atlantic Treaty Organization (NATO)

DODD 5210.83
Department of Defense Unclassified Controlled Nuclear Information (DOD UCNI)

DODD 5230.9
Clearance of DOD Information for Public Release

DODD 5230.11
Disclosure of Classified Military Information to Foreign Governments and International Organizations

DODD 5230.20
Visits, Assignments, and Exchanges of Foreign Nationals

DODD 5230.23
(C) Intelligence Disclosure Policy (U)

DODD 5240.2
DoD Counterintelligence (CI)

DODD 5410.17
Informational Program for Foreign Military Trainees in the United States

DODD 5410.18
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DODD 5515.8
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DODD 5525.1
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DODD 5530.3
International Agreements

DODD 6050.7
Environmental Effects Abroad of Major Department of Defense Actions

DODD 7230.8
Leases and Demonstrations of DOD Equipment

DOD 7290.3-M
Foreign Military Sales Financial Management Manual

DODI 1430.15
North Atlantic Treaty Organization (NATO) Professional Development Program (PDP) for DOD Personnel

DODI 7930.2
ADP Software Exchange and Release

DODI 2015.4
Mutual Weapons Development Data Exchange Program (MWDDEP) and Defense Development Exchange Program (DDEP)

DODI 2110.31
Contributions by Foreign Government for Administrative and Operating Expenses of Military Assistance Programs

DODI 2110.32
Foreign Military Sales between the United States and the Federal Republic of Germany

DODI 3100.8
The Technical Cooperation Program (TTCP)

DODI 3200.14
Principles and Operational Parameters of the DOD Scientific and Technical Information Program

DODI 4155.19
NATO Quality Assurance

DODI 5200.21
Dissemination of DOD Technical Information

DODI 5230.18
The DOD Foreign Disclosure and Technical Information System (FORDTIS)

DODI 5230.29
Security and Policy Review of DOD Information for Public Release

DODI 5410.19
Armed Forces Community Relations

General Order 1997-10
Assignment of Functions, Responsibilities, and Duties Within the Army Secretariat

ITAR
International Traffic in Arms Regulation

Joint Publication 1-02
Department of Defense Dictionary of Military and Associated Terms

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Prescribed Forms
This section contains no entries

Section IV
Referenced Forms
This section contains no entries.

Appendix B
List of HQDA Agency Proponent Responsibilities for International Affairs

Areas of responsibility in international affairs are divided between the Army Secretariat and Army Staff as shown in figure B-1.

ARMY SECRETARIAT

Deputy Under Secretary of the Army (International Affairs)

- Army International Affairs Plan
- Coordination and oversight of the planning, programming, budgeting, and development of policy and regulatory guidance for all Army international programs and activities
- Army Security Assistance Program
- Weapons systems export policies
- International Agreements
  - Cooperative Research and Development Programs
  - Defense Data Exchange Program
  - Professional Scientist and Engineer Exchange Program
- NATO Support
  - Armaments Information Management System
  - Army Board representative to the Military Agency for Standardization
  - Conference of National Armaments Directors
  - Defense Support Program (U.S. share of NATO Industrial Advisory Group funding)
  - NATO Army Armaments Group
  - NATO Armaments Review
  - Partnership for Peace Program
- Senior National Representative (Army) Program
- Rationalization, Standardization and Interoperability
  - American, British, Canadian, and Australian Armies' Standardization Program
  - NATO Standardization
  - The Technical Cooperation Program
- Civil-Military Emergency Planning Program
- International Commemorative Program
- Chief of Staff, Army Foreign Travel Program
- Chief of Staff, Army Counterpart Visit Program
- Foreign Military Attaché Accreditation and Support Program
- Distinguished Foreign Visitors Program
- Harvard University Executive Program for General Officers of the Russian Federation and the United States
- Harvard University Ukrainian National Security Program
- Kermit Roosevelt Lecture Exchange
- Mark Clark Lecture Exchange
- Joint Security Consultations Program
- Foreign Military Attaché Orientation Tours Program
- Foreign Student/Staff Orientation Tours Program
- Professional Military Education Exchange Program
- U.S.–Japan Science and Technology forum
- Army bilateral staff talks
- DOD-Level Treaty Planning and Implementation
- Continental U.S. Support of U.S.-Federal Republic of Germany Logistic Program
- Permanent Joint Board on Defense -- U.S.-Canada

Figure B-1. HQDA areas of responsibility in international affairs

Assistant Secretary of the Army (Civil Works)

- Foreign activities of the U.S. Army Corps of Engineers
- International Civil Works Program

Assistant Secretary of the Army (Financial Management and Comptroller)

- Financial aspects of security assistance programs

Assistant Secretary of the Army (Installations and Environment)

- Overseas military construction agreements in support of U.S. military forces overseas

Assistant Secretary of the Army (Manpower and Reserve Affairs)

- Foreign Military and Civilian Awards
- International training and education matters

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

- Review of the Army's Security Assistance plan to ensure compatibility with the Army's research, development, acquisition, and industrial base programs
- International aspects of research, development, test, evaluation, and acquisition programs

Director of Information Systems for Command, Control, Communications and Computers

- Executive Agent for the Direct Communications Link and the government-to-government communications link with Russia, Ukraine, and Kazakhstan

ARMY STAFF

Deputy Chief of Staff for Personnel (DCSPER)

- Armed Forces Professional Entertainment Program Overseas
- British American Forecasting Exchange
- Inter-service international sports activities

Deputy Chief of Staff for Intelligence (DCSINT)

- DCSINT Counterpart Visit Program
- Foreign Liaison Officer Program
- Foreign disclosure

Deputy Chief of Staff for Operations (DCSOPS)

- Theater Engagement Plan (TEP) and TEP Management Information System (TEPMIS)
- International negotiations
  - Arms Control and Disarmament issues

Figure B-1. HQDA areas of responsibility in international affairs—Continued

- International Law in Armed Conflict, Law of the Sea, political asylum, foreign military rights affairs, base rights, status of forces agreements, and arms transfer restraint policy
- Conference of American Armies
- Joint Mexican-U.S. Defense Commission
- U.S.-Brazil Security Consultation
- Central Region Chiefs of Army Staff Talks
- Permanent Joint Board on Defense -- U.S.-Canada
- Military Cooperation Committee -- U.S.-Canada
- Inter-American Defense Board
- Personnel Exchange Program with foreign nations
- Host Nation Support
- Unit Exchange Program
- Joint and Combined exercises
- Peacekeeping, peace enforcement and humanitarian assistance
- Foreign Area Officer Program
- Army officers attending foreign military schools
- Overseas Military Civic Action Program
- Schools of Other Nations Program
- Overt Peacetime PSYOP Program
- National Law Enforcement Program

Deputy Chief of Staff for Logistics (DCSLOG)

- Bilateral and multilateral international logistics planning
- War Reserve Stocks for Allies Program
- Supply support of United Nations Peacekeeping Forces

Chief of Engineers (COE)

- Bilateral and Multilateral International Cooperative Engineer Program
- NATO Infrastructure Program
- Host Nation-Funded Construction Program

The Surgeon General (TSG)

- International Military Medical Standardization Program
- Army Overseas Medical Research Unit Program
- NATO General Medical and Medical Nuclear, Biological, and Chemical Working Parties
- Asia-Pacific Medical Military Conference

Chief of Chaplains (CCH)

- European Chief of Chaplains Conference

The Judge Advocate General (TJAG)

- International Agreements Negotiation, Processing and Reporting
- Status of Forces Agreements
- TJAG Counterpart Visit Program

Figure B-1. HQDA areas of responsibility in international affairs—Continued

- Reciprocal TJAG Subject Matter Expert Counterpart Visit Program
- Foreign Claims Under 10 U.S.C. 2734, 2734a, and 2734b
- DOD Executive Agent for Matters Concerning the Exercise of Foreign Criminal Jurisdiction over U.S. Military and Civilian Personnel and their Dependents Overseas
- Jurisdiction of Service Courts of Friendly Foreign Forces in the U.S.
- Consular Protection of Foreign Nationals Subject to the Uniform Code of Military Justice

Chief, Army Reserve (CAR)

- Foreign Familiarization Tours Program
- Interallied Confederation of Reserve Officers Program
- Army Reserve Traveling Contact Team Program

Chief, National Guard Bureau (CNGB)

- Foreign Familiarization Tours Program
- National Guard State Partnership Program
- National Guard Traveling Contact Team Program

Figure B-1. HQDA areas of responsibility in international affairs—Continued

Glossary

Section I
Abbreviations

AMC
U.S. Army Materiel Command

CCH
Chief of Chaplains

CINC
Commander in Chief

CJCS
Chairman, Joint Chiefs of Staff

CNGB
Chief, National Guard Bureau

COE
Chief of Engineers

DA
Department of the Army

DAJA-IO
International and Operational Law Division, Office of The Judge Advocate General

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DOD
Department of Defense

DUSA(IA)
Deputy Under Secretary of the Army (International Affairs)

FMS
foreign military sales

HQDA
Headquarters, Department of the Army

IMET
International Military Education and Training

JSCP
Joint Strategic Capabilities Plan

MACOM
major Army command

POM
program objective memorandum

PSYOP
psychological operations

TJAG
The Judge Advocate General

TSG
The Surgeon General

U.S.
United States

USC
United States Code

Section II
Terms

Acceptability
For TEP purposes, acceptability is defined as the TEP review determination as to whether plans as proposed are proportional and worth the costs and expenditures to achieve the stated objectives. It joins with the criteria of feasibility in ensuring that the engagement objectives tasked can be accomplished with identified or available resources without incurring excessive utilization of personnel, equipment, material, time, or other resources. Acceptability incorporates considerations of expected costs and military and political supportability.

Area of responsibility (AOR)
A geographic area in which responsibility is specifically assigned under the Unified Command Plan to a combatant commander for the development and maintenance of installations, control of movement, and the conduct of tactical operations involving troops under the commander's control, along with parallel authority to exercise these functions and those pertaining to engagement activities and operations.

Combined exercises
This category of engagement activities includes CJCS- and CINC-sponsored exercises, as well as bilateral and multilateral exercises conducted by the forces of the Service components, with the forces of other nations.

Combined training
Scheduled unit and individual training activities with the forces of other nations

Contingency Planning Guidance (CPG)
A document issued annually by the Secretary of Defense. The CPG contains Secretary of Defense guidance on developing theater engagement plans, to include prioritized regional objectives. The CPG also contains guidance with regard to contingency planning. The content of the CPG is reflected in the Joint Strategic Capabilities Plan (JSCP), issued annually, or as requested by the Chairman of the Joint Chiefs of Staff, with specific tasking to the CINCs, Executive Agents, Services, and Defense agencies for accomplishing the direction contained in the CPG.

Country team
A team chaired by the ambassador or chief of mission in each country and composed of key embassy personnel to plan and oversee the conduct of U.S. foreign policy with that country.

Defense Planning Guidance (DPG)
A document issued by the Secretary of Defense to provide guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the Program Objective Memorandums by the Military Departments and Defense Agencies.

Engagement
For TEP purposes, engagement is defined as all military activities involving other nations intended to shape the security environment in peacetime.

Executive agent
The individual or organization assigned by the Secretary of Defense to have the responsibility of preparing theater engagement plans for those countries not assigned to a theater commander by the Unified Command Plan.

Foreign military interaction (FMI)
For TEP purposes, foreign military interactions are engagement activities included in the TEP. There are three categories of FMI – operational activities, combined exercises, and other FMI. The key determinant of whether a specific FMI or activity is included in TEP is whether or not it is planned by the CINC to have a significant engagement role in the theater strategy.

Humanitarian and civic assistance
For TEP purposes, humanitarian and civic assistance is defined as planned activities for which specifically allocated humanitarian assistance funds are requested. These activities are primarily provided in conjunction with military operations and include assistance in the form of transportation of humanitarian relief and provision of excess nonlethal supplies for humanitarian assistance purposes. This assistance is specifically authorized by title 10, USC, and funded under separate authorities.

Multinational force compatibility (MFC)
The ability of a force to operate effectively and efficiently as a member of a multinational coalition across the full spectrum of military missions.

Operational activities
This category of international interactions includes those routine and continuing operations by which the CINC intends to shape the security environment and to which U.S. forces are committed on a planned, long-term basis, whether or not the activity started as a planned event. These international interactions can account for extensive commitment of forces and resources and can have significant engagement aspects that support the CINC's theater strategy. In many instances, operations may have started as a response to a crisis, but have since become long-standing force drivers that are expected to continue into the engagement planning horizon. These could include peacekeeping, peace enforcement, humanitarian relief, sanctions enforcement, and counterdrug operations.

Prioritized regional objectives
Theater Engagement Plans are based on prioritized regional objectives contained in the CPG and the JSCP. From these objectives, CINCs and executive agents derive their engagement objectives relating specifically to the theater, region, or countries within their areas of responsibility (AORs). Objectives are prioritized by the national interest they seek to advance:

VITAL	Tier I
IMPORTANT	Tier II
LESSER	Tier III

as defined in the Defense Planning Guidance.

Promote regional stability
A mission area of The Army Plan (TAP) that calls for the provision of capabilities to conduct interactions abroad and at home between any element of The Army with the militaries, governments, and people of other nations to shape the international security environment in ways favorable to the U.S.

Rationalization, standardization, interoperability (RSI)

a. Rationalization. Any action that increases the effectiveness of allied forces through more efficient or effective use of defense resources committed to the alliance. Rationalization includes consolidation, reassignment of national priorities to higher alliance needs, standardization, specialization, mutual support or improved interoperability, and greater cooperation. Rationalization applies to both weapons/materiel resources and non-weapons military matters.

b. Standardization. Within the North Atlantic Treaty Organization, the process of developing concepts, doctrines, procedures, and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability, and commonality in the fields of operations, administration, and materiel.

c. Interoperability. The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

Security assistance
DOD activities carried out under—

a. The Foreign Assistance Act of 1961, as amended.

b. The Arms Export Control Act of 1976, as amended.

c. Related legislative authorization and appropriations acts.

d. Other applicable statutory authority.

The Army Plan (TAP)

a. Outlines and integrates the National Security Strategy (NSS), the National Military Strategy (NMS), and the Defense Planning Guidance (DPG) for the Army.

b. Introduces mid-range planning objectives and capability requirements from long range plans.

c. Links programming guidance to mid-range planning objectives and capabilities.

d. Summarizes the existing view of the current force, the Program Objective Memorandum (POM) force, and the projected force 10 years beyond.

e. States the Army's priorities within expected resources levels.

f. Provides early direction to programming and budgeting.

Theater engagement
All military activities involving other nations intended to shape the security environment in peacetime within a geographic theater as described in the Unified Command Plan.

Theater Engagement Plan (TEP)
Deliberate engagement plans for all military activities involving other nations intended to shape the security environment in peacetime. A TEP is comprised of the CINC's Theater Engagement Strategic Concept plus Engagement Activities Annexes.

Section III
Special Abbreviations and Terms
This publication uses the following acronyms not contained in AR 310-50.

ACC
Army component command

AIA
Army International Affairs

AIAP
Army International Affairs Plan

AOR
area of responsibility

CPG
Contingency Planning Guidance

DPG
Defense Planning Guidance

FMI
foreign military interaction

MTC
materiel-technical cooperation

NMS
National Military Strategy

NSS
National Security Strategy

PMI
political-military interaction

PPBES
Planning, Programming, Budgeting, and Execution System

SA
security assistance

SAT
security assistance teams

TAP
The Army Plan

TEP
Theater Engagement Plan

TEPMIS
TEP Management Information System

WMD
weapons of mass destruction

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